

1 February 1952

MEMORANDUM FOR: ADMA(S)

SUBJECT: Overseas Training Pool

REFERENCE: Your memorandum dtd 9 January 1952, Subject: "Overseas Training Pool"

1. The last paragraph of reference memorandum requests the submission of any constructive suggestions on the proposed overseas training pool. In this connection, I strongly urge acceptance of the following recommendations:

2. a. That the Acting Director of Personnel be charged with the responsibility for the over-all supervision of the overseas training pool, and that you fulfill your responsibility by requiring the submission of regular status and progress reports and by requiring that all major problems and disputes be referred to you for resolution.

b. That general indoctrination and training be accomplished by Training, but that all intensive and specialized training be performed by each of the Administrative Divisions.

c. That the overall personnel requirements be analyzed as to the type and level of specialized training and competence needed, and that each Administrative Division be given an "over-strength pool quota" of this amount.

2. There are very practical reasons for these suggestions with which I believe you will concur, and a few of them (relative to each recommendation) are given below:

a. I do not believe that you or a member of your immediate staff should actively attempt to operate the training pool. The function is one of recruiting, selection, processing and progressive assignment of personnel to appropriate training duties. Thus, it not only appears to fall within the normal scope of personnel duties, but Personnel alone has the machinery to accomplish the task. I therefore recommend that you or a member of your staff supervise the activity through a carefully worded directive to Personnel with emphasis on regular status and progress reports and a further requirement that all major problems and disputes be referred to you for resolution.

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b. Recommendation b. above merely sets forth the obvious fact that training should be accomplished at the most logical point. Specialised training should, I believe, be given on an applied practical basis. This can only be accomplished in the Finance, Procurement, Medical, etc. offices. This procedure has been in effect for many years in the Finance Division with notable success, and it is only by this means that adequate training and personnel relationships can be developed which will be vitally important after the individual has been transferred overseas. Further, the specialised administrative Division or Staff can then be charged with responsibility for the adequacy of the specialised training.

c. The recommendation that the overseas pool quota be allocated to the Administrative Divisions or Staffs concerned in proportion to the requirements as analysed is believed to be vitally important. Consistent with the concept of "parent office label", and in view of the fact that many pool personnel will be replacements for regular staff personnel transferred to the Operating Offices, it seems essential that the Administrative Division or Staff concerned participate in the selection of candidates for the pool and in determinations to rotate regular staff and pool personnel.

d. For your general information, [REDACTED] advises that the personnel requirements study is expected to be completed by 4 February together with the comments and suggestions of ODC and OPC.

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[REDACTED] <sup>Chief</sup>  
Administrative Staff (S)

REK:mcg